

~~CONFIDENTIAL~~

29 December, 1941.

From: Dr. E. S. Friedman.
To : Colonel Donovan.
Via : Chief Liaison Officer, Coordinator of Information.

1. I have returned to my own office this date after approximately three and a half weeks' duty with your organization, in connection with cryptographic matters and the initiation of your message center. This service was performed in accordance with the verbal request transmitted to me from you upon the departure from Washington on November 10, 1941, of Lieutenant L. T. Jones, later supplemented by official correspondence, detailing me temporarily to your Liaison Office.

2. Previous to the detail to your office per se, I together with my staff at Coast Guard Headquarters and assisted by Lieutenant Jones, prepared a large volume of material and supplies which was necessary in the preliminary setting-up of cryptographic communication with your London office. As a consequence of the delay in the arrival from abroad of the cipher machines intended for your organization, it was necessary to make some provision for carrying on communications in the meantime by this method. This was arranged by the joint efforts of Lieutenant Jones and myself, by borrowing of machines from two other sources, none being available for purchase in this country.

3. On the 2nd of December I was requested by Captain Roosevelt to come to his office for a conference, and from that time on until today, all my time and efforts were expended in an earnest attempt to carry out your wishes in these matters. In this connection I wish to report that:

(a) Through the generous authorization by the Commandant of the Coast Guard, I have had transferred the cryptographic devices and material necessary for equipping the cryptographic section of your message center, as well as your representatives going out into the field. This includes cipher devices of special manufacture which would be impossible to procure by purchase at any time, and which would be impos-

sible to have manufactured under present conditions without the passing of many months, if not years.

(b) Through the generous authorization by the Commandant and of Captain J. P. Farley, my staff of assistants in this office spent many days in the preparation of the special cryptographic aids in the form of keys, alphabet strips, etc., which were a necessary adjunct to the devices mentioned in (a) above. This class of material was devised and prepared for the especial and particular use of your organization alone and exists nowhere else. 11

(c) Previous to the opening of the message center in your organization, all cryptographic communication was carried on here in my office, members of my staff performing night and Sunday duty, as well as in regular office hours, in this connection. Mr. George H. Bishop and Mr. Robert E. Gordon of my staff are worthy of special commendation in the performance of such duties.

(d) In addition to the materials listed in (a) and (b), working materials, such as cross-section paper, locking envelopes, etc. were supplied by my office pending the purchase of such materials by your organization.

4. In the "man's work" of planning and supervising of the construction and physical arrangements of your message center, I am grateful for the services of Captain Melville B. Coburn, whose persistence and energy resulted in the rapid preparation of those quarters.

5. In the matter of gathering personnel for cryptographic work, a field in which my experience in selecting and training personnel in this specialized field of activity should make me particularly valuable--an experience extending over many years and in several different government departments, with the resulting capacity for judging an aptitude or flair for this type of work coupled with requisite discretion and loyalty--I planned to proceed as speedily as possible consistent with good judgment. However, after the selection of two persons for cryptographic positions, in the meantime having examined and interviewed many others, this matter of selecting personnel was taken out of my hands. Upon the arrival of Lieutenant Jones, I felt, however, that the small nucleus of personnel then assembled was capable of going forward under his able direction with most favorable chances for success.

6. My experience and observations during my temporary duty with your organization, lead me to make the following recommendations:

(a) That the representatives going to the field in every case be required to spend sufficient time to become thoroughly drilled in the systems of communication provided for them. This drill and resulting mastery cannot be accomplished in a few hours. It should extend over a few hours daily for a minimum of five days, and with certain types of mind a longer time will be required. 1

(b) That a general indoctrination in the discussion of and handling of classified informational matter be undertaken throughout your organization. This should include the use of telephones and the circulation of classified matter between various offices with your own organization and other government offices, as well as communications with your field representatives, and persons or agencies wholly outside government connections. This matter of indoctrination is a long and difficult process. It might be speeded up by the preparation and issuance of a specific manual, initiated in use by talks or lectures by Lieutenant Jones to the various divisions of your organization.

(c) Finally, I should like to recommend that a specially prepared oath be taken by all persons in your organization, including Civil Service employees and all others without distinction. I prepared a special oath applicable to the message center, and all persons employed therein so far have executed this oath. An oath suitable for the general personnel could be devised and prepared by the Personnel Office, and executed in each case as the person reports for duty.

7. Although my regularly assigned duty in your organization has ostensibly been completed, I am continuing the preparation of such aids and materials as are still needed by your office. Please be assured of my continued good will and cooperation, and of my pleasure in the performance of the above-listed services.

DR. E. S. FRIEDMAN,
CHIEF, CRYPTANALYTIC UNIT.